

The Influence of Training, Social Capital, and Commitment on Employee Performance (A Study at the Fire and Rescue Department of Surabaya City)



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ABSTRACT: This study examines the influence of training, social capital, and commitment on employee performance at the Fire and Rescue Department of Surabaya City. Effective human resource management is crucial for developing superior and high-quality human resources, enabling employees to work reliably and professionally. Training is a vital investment that provides long-term benefits to both organizations and employees. Social capital is considered a valuable asset because employee quality and competence directly affect organizational productivity and success. Organizational commitment serves as a key indicator of employee performance. This study aims to analyze the partial and simultaneous effects of training, social capital, and commitment on employee performance. A quantitative explanatory research design was employed, utilizing questionnaires and interviews. Path analysis was used for data analysis. The results indicate that training does not have a significant effect on employee performance, whereas social capital and commitment significantly influence performance. Additionally, training, social capital, and commitment collectively have a significant impact on employee performance. This finding highlights the importance of continuous training and fostering social capital and commitment among employees to enhance their performance.

KEYWORDS: Training, Social Capital, Commitment, Employee Performance

I. INTRODUCTION

Human resources are one of the most vital assets in an organization. Their roles and objectives often evolve due to their dynamic nature, which depends on individual willingness and adaptability. The human resource element in an organization encompasses various interconnected aspects to ensure that human capital is managed effectively and can contribute optimally. Therefore, effective and high-quality human resource management is essential for developing competent and professional employees capable of performing their duties reliably.

According to Bariqi (2020), training is fundamentally a learning process. To effectively train employees, it is necessary to understand how people learn. In organizations that prioritize productivity, education and training are critical factors. Everyone is encouraged and trained, emphasizing that learning and practicing are lifelong processes. Through continuous education and training, employees are expected to improve their skills and expertise. It is undeniable that skilled individuals, coupled with high work motivation, significantly impact productivity.

Social capital is considered a crucial asset because employees' quality and competence directly influence organizational productivity and success. Divianto (2017), cited in Retnowulan Julia (2017), describes social capital as an individual's productive capacity. Becker (2017), also cited in Retnowulan Julia (2017), asserts that investing in training to enhance social capital is as important as investing in other forms of capital. Skills, experience, and knowledge hold economic value for organizations as they enable productivity and adaptability.

Employee commitment reflects their level of dedication and loyalty to the organization and its goals. Employees with high commitment tend to be more productive, remain longer in the company, and contribute positively to the work environment. This commitment involves emotional, rational, and moral aspects that influence how employees engage and behave at work. According to Mowday, Steers, and Porter (2008) in Ramadhani (2022), employees with strong organizational commitment are more motivated to participate actively and strive to achieve organizational goals.

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Employee performance is a critical factor for organizational success. High employee performance helps organizations achieve strategic goals. According to Siagian in Eka Wijaya & Fauji (2021), several factors influence employee performance, including competence, employee training, work environment, work culture, leadership, motivation, discipline, and job satisfaction. Additional factors affecting performance include motivation, job satisfaction, stress levels, working conditions, compensation systems, and job design (Anggriawan et al., 2023).

This research was conducted at the Fire and Rescue Department of Surabaya City. The study location was chosen because this department is closely associated with disaster response efforts in the community. Handling disasters requires specialized skills from employees, ranging from simulation stages to actual disaster management. From January to August 2024, the department handled 191 fire incidents and 1,018 rescue and evacuation operations, with the highest number of rescues involving animals such as snakes, cats, monitor lizards, and dogs (577 rescues). This data reflects the high intensity of activities requiring specialized skills and quick responses from every firefighter.

Regular and phased training, particularly Firefighter I Training, is essential at the Fire and Rescue Department of Surabaya City. This foundational program equips firefighters with the basic knowledge and skills needed for fire suppression and rescue operations in the field.

Social capital within the Fire and Rescue Department of Surabaya City must continuously be developed. Skilled, well-trained, and responsive social capital forms the foundation for employees to always be ready for duty. Employee commitment at the Fire and Rescue Department must be nurtured and well-managed by leaders since working in this department demands sacrifices beyond time, energy, and mental capacity, sometimes even risking their lives during operations.

Research Questions:

1. Does training partially have a significant impact on employee performance?
2. Does social capital partially have a significant impact on employee performance?
3. Does commitment partially have a significant impact on employee performance?
4. Do training, social capital, and commitment simultaneously have a significant impact on employee performance?.

II. LITERATUR REVIEW

Training and Employee Performance

Training is a process of imparting the skills required by employees to perform their jobs effectively. Training programs should be designed not only to achieve organizational goals but also to meet individual employee development objectives. Through training, employees are expected to become more skilled and productive, despite the time invested in the learning process (Yanna Sri, 2024).

According to Mangkunegara in Wahyuningsih (2019), the indicators of effective training include:

1. Training Objectives: The objectives must be clear and measurable, aiming to improve work skills and enhance participants' understanding of applicable work ethics.
2. Training Materials: Topics may include management, documentation, work psychology, workplace communication, work discipline and ethics, leadership, and reporting.
3. Training Methods: Participatory methods such as group discussions, conferences, simulations, role-playing, games, classroom exercises, tests, teamwork, and study visits.
4. Participant Qualifications: Participants should meet specific qualifications, including being permanent employees or recommended staff.
5. Trainer Qualifications: Trainers must be experts in the subject matter, capable of motivating participants and using participatory teaching methods.

Research by Safitri (2019a) on the impact of training at PT. Batam revealed that 85% of employees in the Machine Shop Department believed that training significantly improved their performance, while 15% felt it had no impact. Similarly, Kosdianti & Sunardi (2021) found that training positively and significantly influenced employee performance at PT. Satria Piranti Perkasa.

Hypothesis 1: Training has a significant impact on employee performance.

Social Capital and Employee Performance

Social capital, or human capital, in an organization refers to the knowledge, skills, experience, and other attributes employees possess that add value to the organization. Social capital is a crucial asset because employee competence directly affects organizational productivity and success. Divianto (2017) in Retnowulan Julia (2017) defines social capital as an individual's productive capability. Becker (2017) also emphasized that investing in training to enhance social capital is essential, similar to

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other forms of capital investment. Skills, experience, and knowledge hold economic value for organizations by enabling productivity and adaptability.

According to Andrew Mayo (2000) in Darma et al. (2022), social capital plays a distinct role in shaping a company's value. Suseno (2023) also highlights that investing in human resources yields high economic returns, particularly in youth and early adulthood, through education and training programs.

Ritonga (2019) confirmed that social capital positively affects company performance. The theory of social capital emphasizes that education, skills, and health are the primary human capitals. In the Surabaya City Fire and Rescue Department, social capital includes the personnel's knowledge, skills, experience, and competencies, essential for efficient and effective fire and rescue operations.

Hypothesis 2: Social capital significantly influences employee performance.

Commitment and Employee Performance

According to Yusuf & Syarif in Ramadhani (2022), work commitment in an organization reflects employee loyalty and the extent to which employees identify with the organization and actively participate in it. Frimayasa & Lawu (2020) argue that commitment is driven by a fair work environment—employees who feel valued tend to be more committed.

Robbins in Siamto (2018) describes organizational commitment as an employee's emotional attachment to their workplace. This commitment develops gradually and is influenced by several factors, including:

1. Personal Characteristics: Employee tenure and varying personal needs.
2. Job Characteristics: Task identity and opportunities for interaction.
3. Work Experience: Organizational reliability and peer discussions about the organization (Pane & Fatmawati, 2017).

Research by Mowday et al. (1983) in Prabowo (2015) identified four indicators of organizational commitment:

1. A strong desire to remain part of the organization.
2. Willingness to work hard due to a sense of comfort.
3. Acceptance of organizational values.

Commitment to achieving organizational goals.

At the Surabaya City Fire and Rescue Department, commitment is fundamental for personnel who face significant risks, including life-threatening situations during operations. This high level of dedication ensures that all personnel perform their duties with responsibility and loyalty.

Jamal et al. (2021) found that commitment positively and significantly impacts employee performance, indicating that stronger organizational commitment leads to better employee performance.

Hypothesis 3: Commitment significantly influences employee performance.

Hypothesis 4: Training, social capital, and commitment collectively affect employee performance.

Conceptual Model

After being elaborated in the background, research problem formulation, research objectives, theoretical explanation, and previous studies on the influence of Training, Social Capital, and Commitment on Employee Performance (A Study at the Fire and Rescue Department of Surabaya City), the conceptual framework or framework of thought can be presented in Figure 1.

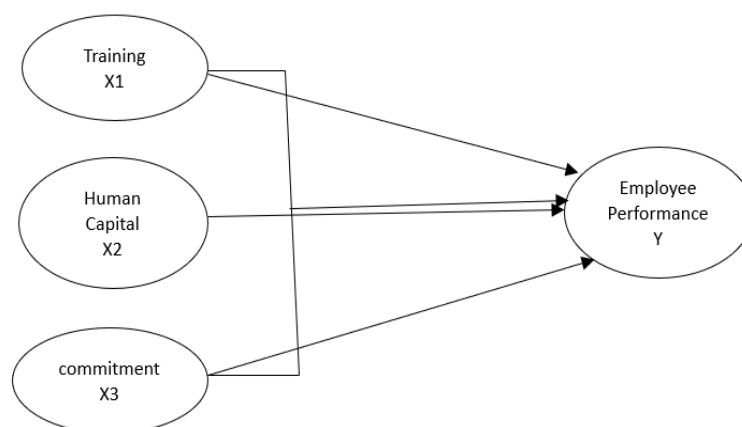


Figure 1. Conceptual Model

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III. RESEARCH METHODS

This study adopts an associative research design aimed at analyzing the relationship between predetermined variables through a quantitative approach. In this research framework, hypotheses are directly tested to verify their accuracy. A hypothesis outlines the connection between two or more variables, identifying whether one variable correlates with, influences, or is influenced by another.

For data analysis, the study applies multiple linear regression to evaluate both partial and simultaneous effects, with data processing supported by SPSS software. The research was carried out at the Fire and Rescue Department of Surabaya City.

The research population consists of 218 employees from the Fire and Rescue Department of Surabaya City, divided into five regions. A total of 141 respondents were selected as the sample, calculated using the Slovin formula.

The validity test confirmed that all questionnaire items were valid, as indicated by the calculated correlation value (r -count) exceeding the critical value (r -table) and each item's significance level ranging from 0.000 to 0.004, which is below 0.05. This finding validates the questionnaire as a reliable data collection tool. Additionally, the reliability test results for each variable exceeded 0.6, confirming the instrument's reliability and consistency in measuring data. Data were collected through the distribution of questionnaires and conducting interviews.

IV. RESULT AND DISCUSSION

Hypothesis Testing H1

The results for Hypothesis H1 indicate that training has no significant effect on employee performance, with a path coefficient of 0.021 and a significance level of ($t = 0.666$). Therefore, it can be concluded that the research data supports Hypothesis H1, which suggests that providing training does not significantly impact employee performance.

Path analysis results reveal that training (X_1) does not significantly affect employee performance (Y_1), with a significance value of 0.666, which is higher than α (0.05). This implies that although the Fire and Rescue Department of Surabaya City regularly updates various types of Firefighter I training, these training programs do not substantially impact employee performance.

Firefighting personnel are always on standby from the moment they join the Fire and Rescue Department. This state of readiness means that firefighters already possess fundamental firefighting and rescue skills, which serve as a crucial foundation for maintaining field performance. Even with updates in firefighting and rescue training, only minor adjustments are needed for firefighters. For instance, handling fires in high-rise buildings requires not only support from firefighting equipment but also advanced skills in managing heights and smoke control in tall structures.

The Firefighter I Training is a basic and mandatory program for new recruits, yet it can have a psychological impact. This training simulates real-life scenarios, potentially causing stress, especially for new members. They may fear that actual emergency situations will differ from training simulations. Future training programs, regardless of their level, should consider the psychological effects on firefighters to build confidence and readiness. Additionally, the large number of training types—such as MFR/PPGD, Vertical Rescue, HART (High Angle Rescue Technique), Water Rescue/SCUBA, Confined Space, SCBA, Fire Tactics and Strategy, and Rope and Ladder Techniques—can also burden personnel psychologically. This explains why training has an insignificant effect on employee performance, with an influence value of only 0.021 or 2.1%.

Hypothesis Testing H2

Hypothesis H2 reveals a significant effect of social capital on employee performance, with a path coefficient of 0.184 and a significance level of ($t = 0.000$). This confirms that better social capital positively influences employee performance.

Path analysis shows that social capital (X_2) significantly affects employee performance (Y_1), with a significance value of 0.000, which is smaller than α (0.05). This indicates that improved social capital within the Fire and Rescue Department positively impacts employee performance, contributing an influence value of 0.184 or 18.4%.

The individual capabilities of firefighters in Surabaya are exceptional. They fully understand that achievements and skills gained through learning will directly impact performance when applied in the field.

Hypothesis Testing H3

Hypothesis H3 states that commitment significantly influences employee performance, with a path coefficient of 0.287 and a significance level of ($t = 0.000$). This result confirms that the data supports Hypothesis H3, showing that stronger commitment leads to better employee performance.

Path analysis shows that commitment (X_3) significantly affects employee performance (Y_1), with a significance value of 0.000, which is lower than α (0.05). This means that greater commitment among firefighters boosts their motivation to achieve higher performance. The influence value of commitment on employee performance is 0.287 or 28.7%.

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Firefighters consistently show a strong desire to remain members of the Fire and Rescue Department and take pride in their work. This sense of belonging motivates them to continually improve their performance.

Hypothesis Testing H4

Hypothesis H4 states that training, social capital, and commitment simultaneously have a significant impact on employee performance, with a path coefficient of 2.511 and a significance level of ($t = 0.049$). The results confirm that the research data supports Hypothesis H4, indicating that these factors collectively enhance employee performance.

Path analysis demonstrates that training (X_1), social capital (X_2), and commitment (X_3) significantly affect employee performance (Y_1), with a significance value of 0.049, which is smaller than α (0.05). This finding suggests that improving training, social capital, and commitment leads to better employee performance. The combined influence of these three variables on performance is 2.511 or 25.1%.

Collectively, training, social capital, and commitment play a vital role in improving the performance of the Fire and Rescue Department personnel. While basic and updated training alone may not significantly impact performance, it is fundamental for preparing firefighters for their roles. The department's social capital focuses on fostering a positive organizational culture, encouraging employees to recognize that leadership, individual capability, and motivation are key drivers of performance.

This finding aligns with the previous study by Frimayasa & Lawu (2020) at PT. Frisian Flag Indonesia, where data from 100 employees analyzed using multiple regression in SPSS v23 showed that organizational commitment and social capital significantly influenced employee performance, both individually and collectively.

Similarly, research by Arifin et al. (2023) examined the effects of social capital, information capital, and organizational capital on employee performance. The study concluded that while these factors collectively had a significant impact, social capital alone had the most dominant influence.

Based on these findings, it is evident that both commitment and social capital are essential for achieving optimal employee performance.

CONCLUSIONS

Based on the research findings, data analysis, discussion, and hypothesis testing, it can be concluded that training has no significant effect on the performance of employees at the Fire and Rescue Department of Surabaya City, as various updated Firefighter I training programs provided by the department do not significantly impact employee performance. In contrast, social capital has a significant effect, indicating that the individual capabilities of the firefighting personnel are highly developed, and the skills and achievements gained through learning directly impact their field performance. Additionally, commitment significantly influences employee performance, as firefighters consistently show a strong desire to remain part of the department, take pride in their work, and perceive the Fire and Rescue Department as an excellent place to work. Furthermore, training, social capital, and commitment simultaneously have a significant effect on employee performance, demonstrating that training acts as a foundational and advanced form of support in enhancing social capital, ultimately improving employee performance—particularly among the firefighting personnel—who consistently display dedication and pride in their roles within the department.

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